Linkages between Corporate Social Responsibility and Organizational Performance in Oil and Gas Sector of India: Mediation Effect of Employee Engagement

A

Synopsis

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1. Introduction

Over the last two decades, there have been a lot of talks regarding corporate social responsibility (CSR) and its implementation. The term CSR originated in the year 1953 for the first time in the book written by Bowen 1953 named "Social responsibilities of Businessmen", in which he mainly talked about the responsibility of a businessman's conscience rather than a company itself. Before independence, it was a few large corporate houses, such as the Tatas and Birlas, who actively practiced CSR. The Tata Group established the Indian Institute of Science, the Tata Institute of Social Sciences and the Tata Institute of Fundamental Research (R.M. Lala, 1992). Many companies realized that employees are organizations best assets that they can compete with internal and external organizations in their sectors.

In today's business world, employee's requirements go beyond the basic salary, which has shifted the focus of employers to understand the true essence of the employee engagement practices. Employee engagement involves a sense of emotional attachment employees feel towards their place of work, job roles, position within the company, culture and affect their attachment on well being and productivity which plays the key role in enhancing organizational performance. Higher participation rate in the corporate social responsibility programs having a broad employee engagement strategy is important as it drives employee's activation, learning participation, etc.

Employees, in the present context, expect to be engaged in the organizational working, that is, their role should contribute and affect the business in a greater sense. They repay their organization through their level of work engagement i.e. the amount of cognitive, emotional, physical resources that an individual is prepared to donate in performance to reciprocate the treatment they receive from the organization. Employee engagement and employee-organizational commitments are critical organizational requirements as organizations face globalization, competitors and innovative individuals and others, especially recovering from the global recession to gain a competitive advantage over the others. The goal of CSR is that employees will take a positive step to further the organization interests or reputation while creating a culture that encourages new hires and employee retention.

In recent years, there has been a great deal of attention on employee engagement, as it is a good predictor of employee outcomes, organizational success, and financial performance. Corporate social responsibility is an emerging and increasingly important driver of employee engagement. On the other

hand, companies are also worried about high employee turnover, employee absenteeism and employee low motivation towards work and organization. CSR initiatives helps in building strong employee bond with corporations and achieves better employee and organizational performance. To develop sound relationships with employees, organizations are using corporate social responsibility (CSR) as a strategic tool. Corporate social responsibility is being utilized by leading the organization to establish a good association not only with external stakeholders but also internal stakeholders as well for example employees.

CSR includes efforts of the organization to fully involve its employees in their programs, practices, and operations including charitable and sustainable activities. Therefore, it has been noted that corporate social responsibility holds the key to the success of organizations. This is because there is more to it than meets the eye since it can be used to address the needs of various stakeholders and at the same time address employee engagement challenges. Organizations are trying to more sensitive concerning their performance by focusing on employee performance. In this respect, organizations are looking for people who will go beyond their defined career duties, develop cooperation, and help colleagues, employers, and customers. As highlighted by previous studies, Employee engagement plays a vital role in enhancing organizational performance. This research shall study linkages between Corporate Social Responsibility and Organizational Performance in select Oil and Gas sector companies of India through the mediating effect of Employee Engagement.

2. Industry Profile

The Oil and Gas Industry is among the eight core industries in India and plays a major role in influencing decision making for all the other important sections of the economy. According to the India Brand Equity Foundation (IBEF), the country's crude oil imports rose sharply to US$ 87.37 billion in 2017-18 from US$ 70.72 billion in 2016-17. India retained its spot as the third- largest consumer of oil in the world in 2017 with consumption of 4.69 Million Barrels Per Day of oil in 2017, compared to 4.56 Million Barrels Per Day in 2016. India was the fourth-largest Liquefied Natural Gas (LNG) importer in 2017 after Japan, South Korea, and China. India's economic growth is closely related to energy demand; therefore the need for oil and gas is projected to grow more, thereby making the sector quite conducive for investment. The Government of India has adopted several policies to fulfill the increasing demand.

The government has allowed 100 percent Foreign Direct Investment (FDI) in many segments of the sector, including natural gas, petroleum products, and refineries, among others. Today, it attracts both domestic and foreign investment, as attested by the presence of Reliance Industries Ltd (RIL) and Cairn India Ltd.

2.1. Market Size

The dominance of India in the market of non-OECD (The Organization Of Economic Cooperation And Development) petroleum consumption is expected to grow exponentially and it is predicted that India would become a major contributor in the non- OECD petroleum consumption market .Furthermore, the strength of India in non-OECD petroleum consumption market is supportive with a significant rise in India's Oil imports rose sharply to US$ 87.37 billion in the year 2018 from US$ 70.72 billion in the year 2017. India retained its position as the third-largest consumer of oil in the world in 2017 with consumption of 4.69 mbpd (thousand barrels per day) of oil in 2017, compared to 4.56 mbpd in 2016. The reflection of quantum change in context of India's Oil imports over the last few years, suggests that India is emerging as fourth largest Liquefied Natural Gas (LNG) importer in 2017 after Japan, South Korea, and China. Gas pipeline infrastructure in the country stood at 16,226 km at the beginning of February 2019.

2.2. Investments

According to data released by the Department for Promotion of Industry and Internal Trade Policy (DPIIT), the petroleum and natural gas sector attracted FDI worth US$ 7.018 billion between April 2000 and March 2019. There are some of the major investments and developments in the oil and gas sector. In September 2018, the Government of Gujarat selected Energy Infrastructure Limited (EIL), a subsidiary of the Netherlands-based Energy Infrastructure Butano (Asia) BV, to set up a Liquefied Petroleum Gas (LPG) terminal at Okhla with an investment of Rs 700 crore (US$ 104.42 million). Foreign investors will have opportunities to invest in projects worth US$300 billion in India, as the country looks to cut reliance on oil imports by 10 percent by 2022, According to Mr. Dharmendra Pradhan, Minister of Petroleum and Natural Gas, Government of India. Oil and Natural Gas Corporation (ONGC) is going to invest Rs 17,615 crore (US$ 2.73 billion) on drilling oil and gas wells in 2018-19. As of March 2019, Brookfield is going to acquire Reliance Gas Transportation Infrastructure, now

known as East-West Pipeline (EWPL) for Rs 13,000 crore (US$ 1.80 billion).

2.3. Government Initiatives

There are some of the major initiatives taken by the Government of India to promote the oil and gas sector. The Government of India is planning to set up around 5,000 compressed biogas (CBG) plants by 2023. Government of India is planning to invest Rs 70,000 crore (US$ 9.97 billion) to expand the gas pipeline network across the country. In September 2018, Government of India approved fiscal incentives to attract investments and technology to improve recovery from oil fields which is expected to lead to hydrocarbon production worth Rs 50 lakh crore (US$ 745.82 billion) in the next twenty years. State-run oil firms are planning investments worth Rs 723 crore (US$ 111.30 million) in Uttar Pradesh to improve the liquefied petroleum gas (LPG) infrastructure in a bid to promote clean energy and generate employment, according to Mr. Dharmendra Pradhan, Minister of Petroleum and Natural Gas, Government of India. Gas exchange is planned to bring market-driven pricing in the energy market of India and the proposal for the same is ready to be taken to the Union Cabinet. The Oil Ministry plans to set up bio-CNG (compressed natural gas) plants and allied infrastructure at a cost of Rs 7,000 crore (US$ 1.10 billion) to promote the use of clean fuel.

2.4 Achievements

There are various achievements of the government during 2018 are Construction of around 13,500 km long gas pipeline is underway, at the end of 2018. Under the City Gas Distribution (CGD) network, 86 Geographical Areas constituting 174 districts in 22 States/ Union Territories are covered. As of December 5, 2018, more than 58.3 million connections have been released under Pradhan Mantri Ujjwala Yojana (PMUY). In 2017, India retained its spot as the third-largest energy consumer^ in the world with oil and gas accounting for 37 percent of its total energy consumption. Annual oil consumption stood at 4.69 million barrels per day (MBPD) and 54.20 billion cubic meters (bcm) of gas. By 2035, India's energy demand is expected to double to 1,516 Mtoe by 2035 from 753.7 Mtoe in 2017. According to the International Energy Agency (IEA), India is expected to account for almost one-third of the global growth in energy demand by 2040. India has proven oil reserves of 600 million metric tonnes (MMT), and gas reserves of 1.2 trillion cubic meters. Production of crude oil reached 0.68 mbpd in 2018-19. Natural gas production during the same period stood at 32.06 bcm. India has a flourishing

crude oil refining industry with an annual capacity of 249.40 MMT, as of Apr 1, 2019. Several initiatives have been taken by the Government of India including the launch of Open Acreage Licensing Policy (OALP) and Coal Bed Methane (CBM) policy. It has allowed 100 percent foreign direct investment (FDI) in E&P projects/companies and 49 percent in refining under the automatic route. FDI inflows in India's petroleum and natural gas sector stood at US$ 7,018.78 million during April 2000– March 2019. The government is planning to invest US$ 2.86 billion in the upstream oil and gas production to double the natural gas production to 60 bcm and drill more than 120 exploration wells by 2022.

3. Profile of Oil and Gas Companies

The present study proposes to select five companies from Oil and Gas sector of India listed in S&P BSE Index, 2018.

Bharat Petroleum Corporation Limited (BPCL)

The Bharat Petroleum Company tops this list at the fourth position as it has effectively turned-over more than 40 Billion Dollars. It is more recommended company as it is quite affordable compared to its competitors, has its headquarters in Bangalore. The company targets to provide the finest quality Oil, Gas and Petroleum Products tested after thorough manufacture process to India and overseas. It belongs to the category of a publicly-owned industry with around 14,000+ employees. The head office of Bharat petroleum is located in Mumbai, Maharashtra. With a turnover of 40 Billion Dollar the company has more than 15000 employees and is well known in the Oil, Gas, and Petroleum. The company has two major refineries situated in Mumbai and Cochin. The company was ranked in the Fortune 500 global list. S. Varadarajan is the Managing Director and the Chairman of the company. It is also anther undertaking of the Government of India.

Gas Authority of India (GAIL)

The Gas Authority of India is another state-owned oil and natural gas company. Its head office is located in New Delhi. It has more than 4000 employees and an 8 Billion Dollar turnover. This company correctly relates to its names as it has a strong influence over all other similar industries in the list of the finest Indian Oil and Gas Company. Its yearly turnover exceeds 10 Billion Dollars and it is more recognized in India as the most politically-immersed. It is known to supply quite affordable Oil, Gas, and Petroleum

Products to the entire world with its headquarters in New Delhi. It is a public sector company that employs 4,700+ employees overall. The company earned its Maharatna status in 2013 by the Government of India. The company was founded in the year 1984. Shri B. C. Tripathi is the Chairman and the managing directors of the country. It is one of the country's most trusted brands.

Hindustan Petroleum Corporation Limited (HPCL)

HPCL is an Indian state-owned oil and natural gas company having its headquarters functioning at Mumbai and has gained Navratna status. This company has been ranked 260th in the Fortune Global 500 rankings of the biggest corporations of the world in the year 2013 and ranked 4th among India's Companies for the year 2012, adding to its popularity. It has nearly 20% marketing share in the country among PSUs as well as holds a strong marketing infrastructure. This Oil and Gas Company is a Navratna PSU of Indian Government contributing to refining and marketing of petroleum-based products. It holds 3 refineries and possesses an extensive network of petrol pumps as well as LPG distributors. This company is a state-owned oil and natural gas company whose head office is located in Mumbai. The company has more than 18000 employees and business turnover of 8 Million Dollar. It was founded in the year 1974. The Government of India owns 51.11% in the company and was also listed in the Fortune Global 500 list of the world's biggest corporations as of 2016. M.K. Suvarna is the managing director and Chairman of the company.

Indian Oil Corporation Limited (IOCL)

Indian Oil Corporation Limited (briefly identified as Indian Oil) is an Indian state-owned oil and gas firm with its headquarters located in New Delhi. This company is the world's 88th largest companies, as per the Fortune Global 500 list, and the largest in the category of a public corporation in India when ranked by revenue. It is the Oil and Gas Company that operates the largest and the extensive network of fuel stations all over India, totaling about 20,575. In the first position, we have the Indian Oil Corporation. This company was started in the year 1959. The company's headquarters is located in New Delhi, India. It has 28 Billion Dollar turnover and more than 35000 employees. It is another public sector undertaking and has its business spread across the globe. It also has its subsidiaries in Sri Lanka, Mauritius, and UAE.

Oil and Natural Gas Corporation Limited (ONGC)

This Oil and Natural Gas Company ranks at the third position in the list and secures number eight in the entire world. It records a large turns-over over 6.50 Billion Dollars a year and is acknowledged as one of the most reliable industries in India. This Oil and Gas Company belongs to public sector category and has provided employment opportunities for nearly 33,000+ applicants. The company is involved in exploiting hydrocarbons in 26 sedimentary basins of the country and operates over 11,000 kilometers of pipelines. Oil and Natural Gas Corporation or the ONGC has its headquarters in Dehradun, Uttarakhand. It was founded in 1956 and has a turnover of 6.50 Billion Dollar. The company has more than 33000+ employees and is one of the biggest names in the Oil and gas sector of the country. It is the largest among all the governments undertaking in the oil and natural gas sector. It was ranked in the Fortune Global 500 and is also 17th among the Top 250 Global Energy Companies by Platts.

4. Review of Literature

The present literature review focuses on three main constructs of interest in context of this proposed research: Corporate Social Responsibility (CSR), Employee Engagement (EE), and Organizational Performance (OP).

4.1. Corporate Social Responsibility (CSR)

"The traditional concept of CSR refers that a firm is responsible if it produces goods and focuses on profit maximization (Cochran & Wood, 1984; Greenwood, 2001). Carroll, 1991, said, "the term social responsiveness also simultaneously got popular which emphasized on corporate action, pro-action and implementation of a social role whereas, in emphasis CSR focused exclusively on the notion of business obligation and motivation and that action and performance were being overlooked. There is a paradigm shift in understanding the concept of CSR. Businesses are trying to flourish and adapt to the various challenges they encounter in today's competitive environment by improving their organizational performance (Obeidat, O. and Tarhini, A., 2016). To achieve better results and higher profit margins organizations are adopting various emerging business tools and management philosophies. Since the 1970s much attention has been focused on the concepts of corporate social performance and corporate social responsibility, and it continues to be a concept of interest today (Albdour, A.A. and Altarawneh, I.I., 2012). Academics and business managers have noticed how corporate social responsibility was an irrelevant and doubtful idea and how it has become a crucial topic on research agendas (Padgett, R.C.

2011). Organizations have come to terms that adopting a socially responsible view of their activities are of vital importance. This realization is because organizations are faced with various social, economic, legal, ethical, and environmental challenges that affect their behavior, and focusing solely on economic management to achieve objectives is no longer feasible (Rigoberto, J. and Daza, P., 2009).

Furthermore, organizations are pressured by a range of stakeholders such as communities, regulators, non-governmental organizations, activists, socially responsible investors, etc. to become more socially responsible and behave as responsible corporate citizens (Gross, R. 2014). Ashok Khurana (2011) observed that there is a rising trend in the publication of a corporate sustainability report in India. The study explored the global phenomenon in CSR and examined the CSR initiatives and trends of Indian companies on selected CSR indicators in comparison to Asia and World. The author found that Indian companies have shown their presence in the top two position in most of the CSR indicators. i.e. Corporate governance, Codes and Policies, CSR strategy and Communication, Corporate Environmental disclosure, Community Investment initiatives and Total Industry Score.

According to (Turcsanyi, J. and Sisaye, S., 2013), organizations engage in corporate social responsibility for several reasons which help to improve their overall financial portfolio. These reasons include following government regulations, improving public image, providing transparency for investors, and improving economic performance. This research will adopt a definition developed by Carroll (1999) who defined CSR as "the conduct of business that is economically profitable, law-abiding, ethical and social supportive". Furthermore, the researchers will adapt Carroll's model for CSR. According to (Carroll, 1999), organizations have four main responsibilities. Economic Responsibility of organizations is producing valuable goods and services to the community; therefore, they can make profits and maximize the wealth of shareholders. Legal Responsibility abides by the law, engaging in actions without deception or fraud. Ethical Responsibility includes following the values, beliefs, and behavior of a particular society. Discretionary Responsibility is the voluntary commitment assumed by an organization that focuses on such things as improving the life of employees, local community, and the society at large.

4.1.1. CSR in Oil and Gas Sector

The Oil and Gas sector of India has contributed to the development of the nation, yet simultaneously

causing hazards both socially and environmentally. Oil and gas production imposes significant costs on society, cost including air pollution, oil spills, injuries and deaths. It is also sometime associated with second order cost including social dislocation and conflict and gas companies face environmental risks, health and safety risks, liability risks, and ultimately, reputational risks the management of which is central to the companies' long-term success. As in the Deepwater Horizon example, the exploration and production of oil and gas is often technically challenging. Oil and gas producers tap into unseen, pressurized underground petroleum resources and try to extract those resources safely from the ground. Thus, societies look to oil and gas companies to self-regulate to do more to guard against risks to societies than merely comply with the law. Perhaps more so than in any other industry, people demand CSR more from oil and gas companies (Spence, 2011).Oil and gas sector is a frequently sensitive and arguable topic because its several scandals impact seriously community and environment; notwithstanding, the overall contribution of oil and gas companies to some aspects is not easily deniable. The negative evidence such as oil spills and the resulting objections by civil society groups and native people is partly the reason that the oil and gas sector has turned out to be one of the leading industries in advocating CSR. The classical utilitarianism concept justifies a higher need for implementation of CSR practices by organizations as it is expressed that an action is right in and only if it produces the greatest balance of pleasure over pain for everyone. Utilitarianism is a general term for any view that holds that actions and policies should be evaluated based on the benefits and the costs they will impose on society. Ismail (2009) explains that the utilitarianism concept suggests that the corporation needs to accept social duties and rights to participate in social cooperation. Corporate social responsibility generally refers to the strategies implemented by corporations to conduct their business in a way that is ethical, society friendly and beneficial to community in terms of development (Ismail, 2009). CSR describes a firm’s obligation to protect and improve social welfare now as well as in the future, by generating sustainable benefits for stakeholders. CSR became an integral part of business strategy for many organizations for addressing the social and environmental impact of company activities .There are numerous issues closely connected to the output of the production process of oil and gas companies. Issues such as the release of a volume of hazardous materials and chemicals contaminate water bodies have a long-term impact on the marine environment. Waste disposal, impact on the wetland, greenhouse

gas emission, soil degradation, health impact, depletion of natural resources and decrease in forest area are also disturbing the eco-system. Some of these issues are also associated with unexpected incidents, i.e. oil spills. Managing spills have much in common with safety management, failing in which leads to consequences of impacting the environment.

4.2 Employee Engagement (EE)

In today's rapidly changing environment business leaders have come to realize that having a high performing workforce is essential for the growth and survival of companies. Therefore, employee engagement has become a top priority for organizations as a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs of hiring and retaining talented employees (Harvard Business Review 2013). Employee engagement does not have a single generally accepted definition that can be used as a common reference. Several scholars have provided many but somewhat similar definitions of the concept of employee engagement. The engagement was first entered in the academic glossary by (Khan, W.A. 1990) who proposed that personal engagement occurs when people bring in or leave out their selves when performing their work roles. (Robinson, D., Perryman, S. and Hayday, S. 2004) defined employee engagement as a positive attitude held by employees toward the organization and its values. Engaged employees have many qualities such as wise self-starters, believe in supporting the organization, motivate co-workers, work with passion, have the high energy level, enthusiastic, and often involve themselves deeply in their jobs. Because of these qualities, engaged employees are expected to work better and smarter and thus lead to increased individual and organizational performance and provide a foundation for sustainability. Many factors have been reported to facilitate or impede employee engagement. For example, the Harvard Business Review (2013) stated that recognition is given to high performers, a clear understanding of how jobs contribute to strategy, company-wide communication of goals, individual goals aligned with corporate goals, among others are considered important drivers of employee engagement.

According to (Sahoo, C.K. and Sahu, G. 2009), there are several key drivers of employee engagement that help create a road map for achieving organizational excellence. Among these drivers are Nature of the job, line of sight between employee and organizational performance, career growth opportunities, pride about the company, co-workers and team members, employee development, and relationship with

one's manager. As result organizations are required to understand and utilize various antecedents that help and facilitate employees to become engaged and maintain them engaged status. To determine whether employees in an organization are considered engaged or not three facets are taken into consideration: Vigor, dedication, and absorption. These three facets will be the basis for measuring employee engagement in this study based on the study conducted by (Ferreira, P. and De Oliveira, E.R. 2014).

There is a lack of evidence in empirical studies, points out to a gap of theoretical consolidation on how and why CSR impacts on employees' attitudes and behavior (Gond and Igalens, 2011), namely regarding the construct we intend to analyze. From the literature review, a gap related to the relationship between employee engagement and different CSR contexts was identified.

4.3 Organizational Performance (OP)

As organizations embark on an era characterized by globalization and digitization organizational performance has become a major concern amidst existing and emerging challenges (Masa'deh, R. 2016). Furthermore, it has been noticed that the basis for determining organizational success or failure of both profit and non-profit organizations is organizational performance (Abu Jarad, I., Yusof, N. and Shafiei, M.W.M., 2010). Therefore, businesses are striving to increase their performance (Almajali, D., Maqableh, M. and Masa'deh, R. 2015). It is of vital importance for organizations to know and understand which factors influence an organization's performance to take appropriate steps to make them available. According to (Cho, T., 2011), organizational performance is the result of several business factors such as work processes, team/group communication, and interaction, corporate culture and image, policies, leadership, and climate that promotes innovation, creativity, and loyalty. The concept of organizational performance has been around for many years and has seen many transformations over the years. In the 1950s organizational performance referred to the extent to which organizations fulfilled their objectives. In the 1960s and 1970s, the organizational performance was defined as the ability of an organization to exploit its environment for accessing and utilizing limited resources. In the 1980s and 1990s organizational performance was seen as the ability to accomplish goals (effectiveness) using minimum resources (Efficiency). In the twenty-first century, many definitions of organizational performance have been reported. Organizational performance refers to the ability of organizations to meet the needs of

stakeholders and their own needs for survival. (Carton, R.B. 2005) suggested that organizational performance is based on the premise of using human, physical, and capital resources to achieve a shared purpose. Firm performance refers to the combination of effectiveness and efficiency of individuals, groups, and organization at large (Tseng and Lee, 2014). This research will rely on nonfinancial indicators to assess firm performance. This study adopts the Organizational Performance construct, proposed by Delaney and Huselid (1996), including seven elements- product or service quality, product or service innovation , employee attraction , employee retention, customer satisfaction, management and employee relation, and employee relations.

Regarding the relationship between corporate social responsibility and employee engagement, Hansen, D., Dunford, B., Boss, A., Boss, R. and Angermeier, I. (2011) stated that most research in the field of corporate social responsibility focused on external stakeholders and outcomes rather than focusing on how corporate social responsibility relates to internal stakeholders such as employees and the subsequent effect on of this relationship on performance. Regarding the relationship between employee engagement and organizational performance, it is requested that this relationship be further investigated in terms of both qualitative and quantitative research methods (Kim, W., Kim, J.A. and Kim, T. (2012)). The relationship between corporate social responsibility and organizational performance requires further examination as it has been reported that this relationship suffers from two limitations. First, extant research on this relationship-focused only on western developed countries. Second, there is no consensus between scholars whether corporate social responsibility has a positive, negative, or neutral effect on organizational performance (Rettab, B., Brik, A.B. and Mellahi, K., 2009). The comprehensive review of empirical studies of the relationship between CSR and organizational performance found that, overall, firms perceived as having met social responsibility criteria have either outperformed or performed as well as other firms that are not necessarily socially responsible. Therefore, it is clear that there is a lack of literature regarding the relationship between corporate social responsibility, employee engagement, and organizational performance. The Synthesized Literature Review Matrix is attached in appendix.

5. Need of the Study

The objective of the present study is to investigate the relationship between corporate social responsibility and its power in engaging employees in the Oil and Gas sector. There is significant

research done on large businesses in India and around the world about CSR practices undertaken by them and the impact they are creating on the society. However, academic work on the impact of social responsibility initiatives as perceived by employees on organizational performance in the oil and gas industry is limited, (Spence 1999; Thompson et al., 1991). There is a clear direction for future research in CSR to provide companies with guidance and tools that enable them to implement and report on their corporate social responsibility policies, processes, and performances in an effective manner (Castka, 2004). Similarly, several scholars have pointed out that there is an imperative need for administering research in developed countries regarding the relationship between corporate social responsibility and organizational performance especially on employee's attitudes and Behaviors. The promotion of employee engagement is still a subject that needs further research. Employee engagement has become a top priority for businesses around the world. Business leaders recognize that having a highly engaged workforce leads to increased innovation, productivity, and bottom-line performance while reducing costs of hiring and retaining talented employees in a highly competitive talent market (Harvard Business Review, 2013).

The dynamics of survival of organizations in present time has become a multi- dimensional phenomenon which is not only affected by the financial competitiveness, innovation, reputation and product or service quality. Rather it become more relevant for organizations to justify their existence in the of their multiple stakeholders. Consequently organizations face increasing pressure to act in a socially responsible manner (IlonaBucˇiuniene˙ and RutaKazlauskaite, 2015). There is a dearth of research on how employee engagement mediates the relationship between CSR and organizational performance on the one hand and how employee engagement and CSR individually affect performance on the other.

After a thorough review of the literature, it is clear that the relationship between corporate social responsibility, employee engagement, and organizational performance need further research. There is a need for specific knowledge on CSR engagement that can contribute to the development of understanding how to effectively promote CSR and to develop relevant programs and policies, and, hence, to benefit from the huge potential for CSR development, (Morsing, 2006).

5.1 Problem Statement

CSR has emerged as a view that can add to the employee engagement and organizational performance

of a company and suggests that corporate decision-makers must take care of a range of social and environmental affairs to maximize long-term financial returns. This research is an attempt to add to the existing understanding of Corporate Social Responsibility with special reference to Oil and Gas sector companies in India. The research is aimed at understanding the CSR activities and their impact on organizational performance. It further investigates the role of employee engagement as the mediating variable in the process of enhancing organizational performance. To the best of author's knowledge, the relationship of corporate social responsibility and organizational performance is tested in banking, telecommunication, etc. but not seen in Oil and gas sector companies in India which have motivated to carry on the study. Hence, the present study explicitly aims to study the perception of employees with respect to Corporate Social Responsibility (CSR) Practices implemented by Oil and Gas sector companies in India and their impact on employee engagement and on Organizational Performance.

By reviewing the literature in detail the following research questions are framed in relation to the proposed research problem-

- What is the impact of Corporate Social Responsibility on Organizational Performance in select Oil and Gas companies?
- What is the impact of Corporate Social Responsibility on Employee Engagement in select Oil and Gas companies?
- Does Employee Engagement mediate the relationship between Social Responsibility on Organizational Performance in select companies of Oil and Gas sector?
- What are the drivers affecting the implementation of corporate social responsibility?

6. Objectives of the Study

The proposed study has the following objectives:

Objective 1: To evaluate the impact of Corporate Social Responsibility on Organizational Performance.

Here we propose to evaluate the impact of Corporate Social Responsibility on Organizational Performance in Oil and Gas sector of India.

Objective 2: To evaluate the impact of Corporate Social Responsibility on Employee Engagement.

Here we propose to evaluate the impact of Corporate Social Responsibility on Employee Engagement

in Oil and Gas sector of India.

Objective 3: To evaluate the mediating effect of Employee Engagement on the relationship of Corporate Social Responsibility and Organizational Performance.

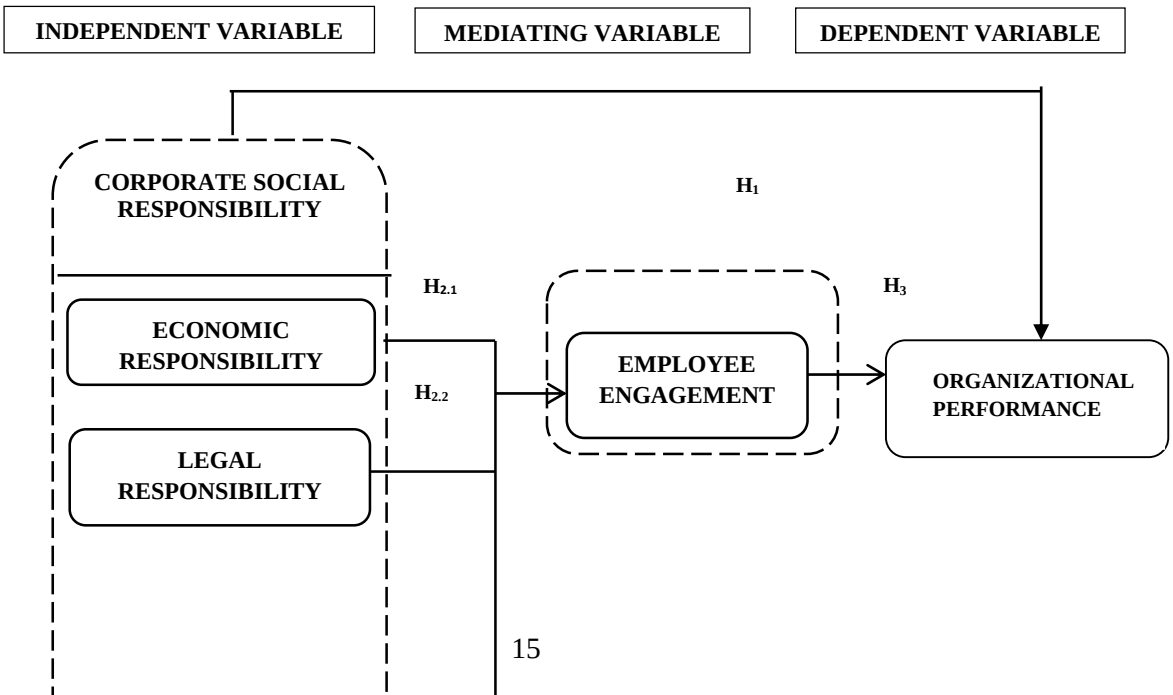
Here we propose to explore the mediating effect of Employee Engagement on the relationship of Corporate Social Responsibility and Organizational Performance in Oil and Gas sector of India.

Objective 4: To identify the drivers affecting the implementation of Corporate Social Responsibility.

Here we propose to identify the drivers affecting the implementation of Corporate Social Responsibility in Oil and Gas sector of India.

7. Conceptual Framework

The proposed conceptual framework is evolved after an exhaustive literature review and the variables have been selected accordingly. This proposed conceptual framework represents the impact of corporate social responsibility (economic responsibility, legal responsibility, ethical responsibility, and discretionary responsibility) on organizational performance. The employee engagement (vigor, dedication, absorption) will be tested for mediating effect on the relationship of corporate social responsibility and organizational performance (product or service quality, product or service innovation , employee attraction, employee retention, customer satisfaction, management and employee relation, and employee relations). Here, corporate social responsibility is taken as an independent variable, employee engagement as a mediating variable and organizational performance as dependent variable respectively.



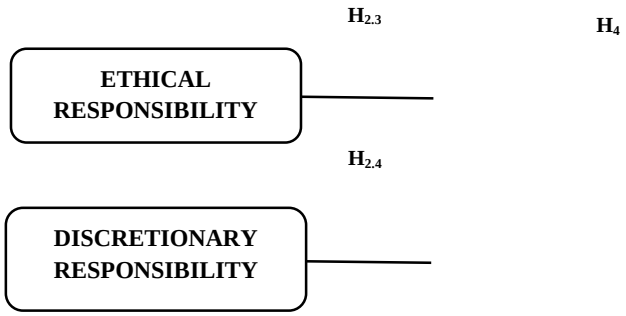


Figure 1: Conceptual Model

Source: Author's Compilation

7.1 Measures

The present study will use semi-structured questionnaires for employees working in select Oil and Gas companies. The questionnaire will include scales of perceived CSR, Employee Engagement and Organizational performance. The items are to be extracted from existing literature and adapted to fit the present study. The below mentioned scales are proposed and other scales will also be considered as per the need of the study.

7.1.1 Corporate Social Responsibility

It shall measure on a 16-items scale designed by Lin (2010). This scale measures four dimensions: economic, legal, ethical, and discretionary citizenship, each dimension containing four items (refer figure 1).

7.1.2 Employee Engagement

Employee engagement shall measure with the shortened version of the Utrecht Work Engagement Scale includes the three constituting dimensions of work engagement: vigor, dedication, and absorption. (Schaufeli et. al., 2002).

7.1.3 Organizational Performance

Organizational performance is to be measured using scale designed by Delaney and Huselid (1996) for measuring human resource performance.

Table 1: Definition of Constructs and Related Studies

VARIABLES	CONSTRUCTS	DEFINITIONS	STUDIES

Corporate Social Responsibility (CSR)	Economic Responsibility	Responsibilities of organizations are producing valuable goods and services to the community; therefore, they can make profits and maximize the wealth of shareholders.	Carroll, A.(1999), Wheelen,T., Hunger,J. Hoffman, A. &Bamford,C. E.(2015)
	Legal Responsibility	Responsibilities of abiding by the law, engaging in actions without deception orfraud.	
	Ethical Responsibility	Responsibilities of following the values, beliefs, and behavior of a particular society.	
	Discretionary Responsibility	It is assumed by an organization that focuses on such things as improving the lives of employees, local community, and the society at large.	
Employee Engagement (EE)	Vigor	It refers to high energy, resilience, a willingness to invest effort on the job, the ability not to be easily fatigued, and persistence when confronted with challenges.	Ferreira, P. and De Oliveira, E.R.
	Dedication	It refers to the mental and emotional state that reflects a sense of significance, enthusiasm, inspiration, and pride inexperience.	
	Absorption	It refers to a pleasant state of being immersed in one's works experiencing time passing by quickly and being unable to detach from the job.	
Organizational Performance (OP)	Product or Service Quality	It refers to the overall perceptions of performance the services offered by employees in a service shop.	Tsung-HsienKuo Bader YousefObediet
	Innovation	It refers to the overall organizational approach to improve value creation by generating and developing new ideas in terms of new products or services, processes, and managerial system.	ForatAlkhalafat (2016)
	Customer Satisfaction	Customer satisfaction is defined as the extent to which customers are happy, contended, and fulfilling their desires and needs.	Rynes (1991) Griffeth&Hom (2001)
	Employee Attraction	It is defined as employee attraction as getting potential candidates to view the organization as a positive place to work.	
	Employee Retention	This involves taking measures to encourage employees to remain in the organization for a maximum period.	
	Management and	This refers to a company's efforts to	

	Employee Relation	manage relationships between management and other employees.	
	Employee Relations	This refers to a company's efforts to manage relationships among employees in general.	

Source: Author's Compilation

8. Methodology

8.1 Research Design

The proposed research shall be descriptive and analytical in nature.

8.2 Hypotheses

The study will be carried out to test the following hypotheses. The hypotheses for the study are designed based on relevant literature.

8.2.1 Corporate Social Responsibility and Organizational Performance

In general, the theoretical basis for CSR supports a positive relationship between CSR and firm performance. Previous studies have produced mixed results for the relationship between CSR practices and corporate performance, which may stem from a variety of reasons. One possible reason is that some variables mediate this relationship. Another is previous studies of CSR perceptions have focused mainly on consumers' perception of CSR activities, paying little attention to employees' perceptions. Internal stakeholders' consensus or cooperation plays a more important role in the implementation of CSR practices (Pearce and Ensley, s2004). Several studies have shown that having a shared vision can enhance both innovation effectiveness and firm performance (Pearce and Ensley, 2004). Choi and Yu (2014) show that perceived CSR has a significant impact on organizational performance. Therefore, it is hypothesized that-

H1: Corporate Social Responsibility has positive effect on Organizational Performance.

H1.1: Economic Responsibility has positive effect on Organizational Performance.

H1.2: Legal Responsibility has positive effect on Organizational Performance.

H1.3: Ethical Responsibility has positive effect on Organizational Performance.

8.2.2 Corporate Social Responsibility and Employee Engagement

It has been found that the presence of CSR in an organization leads to increased levels of employee engagement. This result is consistent with the findings of (Ferreira, P. and De Oliveira, E.R. (2014)).

Thus, CSR is a common goal might enhance engagement. According to Lin, C.P. (2009), employee's perceptions of the way their organization conducts business following morality and ethics beyond basic legal requirements, positively stimulates them, leading to the positive relationship between ethical citizenship and employee engagement. Therefore, it is hypothesized that-

H2: Corporate Social Responsibility has positive effect on Employee Engagement.

H2.1: Economic Responsibility has positive effect on Employee Engagement.

H2.2: Legal Responsibility has positive effect on Employee Engagement.

H2.3: Ethical Responsibility has positive effect on Employee Engagement.

H2.4: Discretionary Responsibility has positive effect on Employee Engagement.

8.2.3 Employee Engagement and Organizational Performance

Employee engagement has become a top priority for businesses around the world. Business leaders recognize that having a highly engaged workforce leads to increased innovation, productivity, and bottom-line performance while reducing costs of hiring and retaining talented employees in a highly competitive talent market (Harvard Business Review, 2013). The literature indicates that employee engagement is closely related to organizational performance outcomes and asserts conclusion that employee engagement has a positive significant relationship with organizational performance (Paauwe J., 2009). Therefore, it is hypothesized that-

H3: There is a significant relationship between Employee Engagement and Organizational Performance.

8.2.4 Mediating Effect of Employee Engagement

To determine whether employee engagement mediates the relationship between CSR and organizational performance the following rule should be followed: If the independent variable is no longer significant when the expected mediator is controlled, the finding supports full mediation. If the independent variable is still significant (i.e. both the independent variable and the expected mediator both significantly predict the dependent variable), the finding supports partial mediation (Baron, R.M. and Kenny, D. (1986)). Based on this rule, full mediation exists since CSR became non-significant when employee engagement entered the model. CSR perceptions shape employee's subsequent attitudes and behaviors towards their organizations where CSR presents an important opportunity to influence employee engagement and in

turn positive business outcomes that result from having an engaged workforce. Therefore, it is hypothesized that-

H4: Employee Engagement mediates the relationship between Corporate Social Responsibility and Organizational performance.

8.3 Scope of the Study

The scope of the study will be confined to selected Oil and Gas sector companies in India.

8.4 Sampling Design

Purposive sampling will be used to target the respondents using semi-structured questionnaire distribution, as the respondents so have chosen will be able to provide specific knowledge about the topic of study.

8.4.1 Sample Size

The population from which sample needs to be drawn is infinite. Therefore, the sample size has been calculated using the sample size formula for the infinite population through precision rate and confidence level approach to arrive at a representative number of respondents (Godden, 2004).

Where, SS= Sample size for the infinite population (Godden, 2004)

Z= Z value

p= Population proportion

C = Margin of Error at 5% (0.05)

$$SS = \frac{Z^2 \times (p) \times (1-p)}{C^2} \qquad \text{(Equation -1)}$$

To minimize the bias and obtain a realistic sample size, three scenarios are evaluated-

Scenario I Estimating 10% of population with 6% Margin of Error

Scenario II Estimating 30% of population with 5% Margin of Error

Scenario III Estimating 50% of population with 4% Margin of Error

Table2: Calculation of Sample Size

Scenario	Population Proportion	Value of Z (95% confidence level)	Margin of Error	Sample Size Calculation	Sample Size
I.	10%	1.96	0.06	$= \frac{1.96^2\ 0.1(1-0.1)}{0.06^2}$	96
II.	30%	1.96	0.05	$= \frac{1.96^2\ 0.3(1-0.3)}{0.05^2}$	323
III.	50%	1.96	0.04	$= \frac{1.96^2\ 0.5\ (1-0.5)}{0.04^2}$	600
				Total Average	1019 340

Source: Computed by means of using Godden formula (equation -1)

Therefore, the sample size for the study will be **340**.

8.4.2 Sample Frame

The sample units for the given study will comprise of employees from select Oil and Gas sector companies of India. A structured questionnaire will be circulated to the respondents for data collection. Sampling frame can be defined as a list of elements from which a sample may be drawn. The target population is the employees in India. Following table shows the total number of employees in select Oil and Gas sector companies of India.

Table1: Total number of Employees in select Oil and Gas Sector companies

Oil and Gas Company	**Total No. of Employees**	**Web links**
Bharat Petroleum Corporation Limited	12157	https://www.bharatpetroleum.com/
Gas Authority of India Limited	4529	https://gailonline.com/home.html
Indian Oil Corporation Limited	33498	https://www.iocl.com/
Oil and Natural Gas Corporation limited	33560	https://www.ongcindia.com/wps/w

		cm/connect/en/home/
Hindustan Petroleum Corporation	10352	https://www.hindustanpetroleum.com/
TOTAL EMPLOYEES	94096	

Source: Homepage of Websites

The total number of employees from select Oil and Gas companies of India namely-

1. Bharat Petroleum Corporation Limited
2. Gas Authority of India Limited
3. Indian Oil Corporation Limited
4. Oil and Natural Gas Corporation limited
5. Hindustan Petroleum Corporation

Based on the sample size determination, the number of respondents to be taken from each company is computed based on the percentage proportion method. Following table shows the calculation of the number of employees from select Oil and Gas companies.

Table 3: Number of Employees from each select Oil and Gas sector Company

Oil and Gas Company	**Number of Employees to be selected**
Bharat Petroleum Corporation Limited	(12157 / 94096) x 340 =44
Gas Authority of India Limited	(4529 / 94096) x340= 16
Indian Oil Corporation Limited	(33498 / 94096) x 340 = 121
Oil and Natural Gas Corporation limited	(33560 / 94096) x 340 = 121
Hindustan Petroleum Corporation	(10352 / 94096) x 340 =38
Total number of employees	**340**

Source: Computation based on percentage proportion method

8.5 Sources of Data Collection

Both primary and secondary methods of data collection will be used.

8.5.1 Primary Data

Primary data will be collected by using semi-structured Questionnaires and Schedules. Unstructured Questionnaires will be administered to gain primary data from the respondents. The researcher will have an open-ended questionnaire which will enhance the chances to gain a better insight into the psychology of the respondents. There will be a set of questions that will have to be filled by the respondents by

themselves and hence it will give the researcher a better rendition of the core problems of research.

8.5.2 Secondary Data

Concerning the dynamic nature of the research, the researcher will be using Annual Report of select Oil and Gas sector companies, Websites, Market Research Reports, Books, Magazines, Journals, and Blogs, Other published and unpublished sources for collection of secondary data.

8.6 Statistical Tools

To test the given hypotheses and survey findings scientifically, the researcher will analyze the data by using appropriate statistical tools like Descriptive analysis, Correlation analysis, Regression analysis, Structural Equation Modeling (SEM) to test the mediating effect etc.

8.7 Implications of the Study

The present study helps to determine the relationship between corporate social responsibility, employee engagement, and organizational performance. This will further support works that advocate building value-based organizations that engage its employees in creating a responsible business and increase our understanding of the importance of CSR, and its association with organizational performance through the presence of employee engagement. This study will also demonstrate the need for further study of mediating effects on the relationship between CSR and various organizational outcomes. This study opens new avenues of research in the relation between CSR and employee engagement, mainly because the concept of engagement is still recent and, as such, there is a lack of understanding on what promotes employee engagement. Moreover, it should be interesting to use a different approach by, for example, measure employees' perception of their company's CSR and the impact it has on their engagement as well as organizational performance.

9. Proposed Chapterization

The structure of the proposed study will be as follows:

Chapter 1: Introduction

Chapter 2: Review of Literature

Chapter 3: Research Methodology

Chapter 4: Analysis and Results

Chapter 5: Conclusions and Suggestions

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Appendix 1: Synthesized Literature Review Matrix

S.No	AUTHOR	VARIABLES			DIMENSIONS OF THE STUDY													
		CSR	Employee	Organizational performance	Economic	Legal	Ethical	Discretionary	Vigor	Absorption	Dedication	Quality	Innovation	Employee	Mgmt employee	Employee	Employee	Customer
1.	A.A.A Sharabati (2018)	□		□	□	□												
2.	Ante Glavas (2006)	□	□															
3.	Bader YousefObeidat (2016)		□						□	□	□							
4.	Carroll (1999)		□						□	□	□							

5.	Chin-Shan Lu(2009)	□		□														
6.	Deborah E. Rupp (2018)	□	□															
7.	Ekta Sharma (2017)	□	□	□			□											
8.	ForatHasan Alkhalafat (2019)	□		□	□	□	□	□				□	□	□	□	□	□	□
9.	GeorgiosTsourvakas (2018)	□	□															
10.	Gholamhossein Mehralian (2016)	□		□	□	□	□	□				□	□	□	□	□	□	□
11.	Hyelin (Lina) Kim, Eunju Woo (2016)	□			□	□	□	□										
12.	IainA.Davies (2010)	□	□															
13.	IlonaBucˇiu ¯niene˙ and Ru¯taKazlauskaite(2012)			□								□	□					
14.	Ker-Tah Hsu (2012)	□																
15.	Linda Mory (2015)	□													□	□		□
16.	Mahmoud Aldalahmeh (2018)	□	□	□					□	□	□							
17.	Maryam Hanzala Tariq (2015)	□	□															
18.	Mohamed A. K. Basuony (2014)	□			□	□	□	□										
19.	NeenaSinha	□			□	□	□											

	(2018)																	
20.	Neha Gupta, Vandna Sharma (2016)	□	□	□														
21.	Obafemi R. Oyewumi(2018)	□		□										□				
22.	OtuoSerebourAgyemang Abraham Ansong (2017)	□		□										□		□		
23.	Pedro Ferreira, Elizabeth Real de Oliveira, (2014)								□	□	□							
24.	Priyanka Jain (2016)	□			□													
25.	RaedMasadeh (2018)	□		□	□	□	□	□				□	□	□	□	□	□	□
26.	RanaKhaled	□	□						□	□	□							

	Abu Khalaf (2019**)**																	
27.	Rynes ,S. L.(1989)			□														
28.	Sandy Kristin Piderit (2009)		□															
29.	SayedehParastooSaeidi (2015)	□		□	□	□	□	□						□	□	□	□	□
30.	ShafatMaqbool(2017)	□		□														
31.	Sherine Farouk andFauzia Jabeen(2018)	□		□														
32.	Wilmar B. Schaufeli(2000)		□						□	□	□							

33.	Yanni Yu Yongrok Choi (2014)	□	□	□	□	□	□	□										